

# **Mississauga – The Evolving Story**

Paper prepared for presentation at the  
2016 Annual Conference of the  
Canadian Institute of Transportation Engineers  
Kelowna, BC

**Andy Harvey MBA, P.Eng, PMP**  
**Director, Engineering and Construction**  
**City of Mississauga**



## Abstract

The City of Mississauga is continuing its transformation from a suburb of Toronto to a large urban centre. This change has presented Mississauga with an opportunity to self-evaluate and make meaningful changes with results that could be realized in both the short- and long-term. Mississauga revisited its aspirations and values and created a new vision of where it wanted to be, and a strategic approach was undertaken to ensure that its new vision would be realized.

This paper and presentation will describe the story of Mississauga and will focus on the forces driving the change and will detail highlights of the transformation. It will be presented from a transportation professional's perspective but will include input from other areas that helped enable the transformation.

An example of one of the more significant changes is the paradigm shift from "moving traffic" to "people moving". This has changed the balance for both infrastructure and programming to promote more active transportation and transit. It is literally changing the characters of the many communities in the city by connecting them in different ways and by allowing for more sustainable growth. Some of the more recent successes include the Mississauga Transitway and the Hurontario-Main Light Rail Transit (LRT). These facilities are transformational for Mississauga and connect to a larger rapid transit grid that offers residents and businesses better choices in modes of travel.

The journey hasn't been an easy one and there are often gaps in traditional standards and practices that must be overcome in order to achieve safe and efficient solutions. In a seemingly more litigious society, daring to be different and effecting change can be a challenge, particularly for those ultimately accountable for the designs and/or operations.

Mississauga is an integral part of the Greater Toronto and Hamilton Area (GTHA) and capitalizing on opportunities has involved partnerships with other levels of government and neighbouring municipalities. The delivery of some of the larger projects has also changed and includes alternative methods such as public-private partnerships. Getting it right at the beginning becomes critical, especially when it may involve a 30-year contract.

The transformation has also involved conversations on many levels with the residents and businesses in the city to solicit input and to help guide them through the changes that have or will take place.

## Introduction

The City of Mississauga is a relatively young city but has gone through many changes, particularly in the last 40 years. It has grown from a series of small towns and villages to a large urban centre. This transformation has been fast and not without its challenges. This paper will focus primarily on the changes in transportation but will touch upon the many influencing factors that drove change.

## Mississauga Then

Mississauga as we know it started as a series of smaller towns and townships, connected to each other by smaller roadways and dotted with farms in between. In the early years, horse and buggy and the bicycle were the primary means of local transportation. For a short period of time, there was a street car located on Lakeshore Drive that connected Port Credit to Sunnyside in Toronto but without further connectivity, it didn't operate very long (Figure 1).



*Figure 1: Port Credit to Sunnyside Street Car*

Mississauga grew from the outside in, meaning that the City Centre was chosen in a green field location and the towns and townships grew, merged and expanded toward the City Centre. The market demand throughout this period was typically low-density, single-family housing, complete with large driveways and designs suited to multiple car families. The City Centre itself developed in a car-oriented manner and a major regional mall, Square One, was built. Figure 2 shows the early days of the Square One shopping centre in the middle of green field development.



*Figure 2: Mississauga City Centre (Downtown) in the early 1970's*

Mississauga was incorporated as a City in 1974 and quickly developed as a suburb of Toronto. The evolution to an urban centre had a relatively slow start but has quickly gained traction to what is seen today.

## Mississauga Today

Mississauga has evolved into Canada's sixth largest city and the 24<sup>th</sup> largest in North America. It has a total land area greater than that of Paris, Boston or Seattle. It is home to 760,000 residents and more than 63,000 businesses, including more than 70 Fortune 500 companies with Canadian head offices or major divisional head offices providing over 420,000 jobs. Mississauga is a relatively new city and has experienced some rather unique growth that has helped shape the way things are today. During earlier growth, the car was the primary form of transportation. In more recent years, Mississauga has embraced the ideals of urban form and has ambitions to transform strategic areas into destinations by taking an approach that combines multi-modal planning and place making. This is a dramatic about face from its earlier suburban development. From a transportation perspective, Mississauga is continuing to transition from "moving traffic" to "moving people and goods". It is this paradigm shift that supports the shift to a more multi-modal and sustainable transportation system. Figure 3 shows the view of Downtown Mississauga as it looks today.



*Figure 3: Photo of modern Mississauga Downtown*

## **Road System**

Mississauga's road system was originally designed and built based on a large arterial grid pattern to accommodate a predominant pattern of traffic gravitating toward Toronto in the morning peak and returning from Toronto in the afternoon peak. There was also a tendency for traffic to gravitate toward the freeway system in the morning and return in the afternoon. This resulted in a major imbalance of traffic in the city in the early years. Traffic gravitated east and toward the freeways in the morning and west and from the freeways in the afternoon.

The mid-block road system in many locations is curvilinear, designed with the intent of preventing cut-through traffic. Initially, when traffic volumes were relatively low, this worked well. As traffic volumes grew, the major road grid and its large, widely spaced intersections took the brunt of both turning and through traffic. The large spacing of arterial roadways also placed a high importance of providing good traffic progression. With such large intersections and through and turning volume demands, it tended to promote traffic signal timing with very high cycle lengths and multiple signal phases. The emergence of new and competing traffic demands, namely increased pedestrian, transit and cycling demands, only exacerbated the problem. The very road system that had attracted residents in the early years (relatively fast and convenient car travel) is now being changed to facilitate other traffic objectives.

As the city matured, higher density and significant office/commercial development has resulted in a more balanced traffic pattern. Mississauga is now a net importer of employment, meaning that more people enter or stay in Mississauga to work than leave the city to work. This has helped to take advantage of the available excess road capacity.

## **Financial Position**

The City of Mississauga is in a relatively good financial position. During the rapid years of growth, Mississauga prided itself on its strong business acumen. The service levels were reviewed and were well understood. Mississauga took advantage of the development process to collect development charges and built a sizable reserve. The market for low-density housing was strong and the city rapidly grew. Roads were widened and supporting infrastructure was incorporated at a relatively high speed. The rapid growth has resulted in infrastructure life cycle cost pressures. Much of the development and build out was enabled by development charges funding. The life cycle operation and rehabilitation costs are primarily from the tax base.

Mississauga, like many municipalities, is challenged with providing safe and efficient infrastructure and in-demand services with limited funding availability. As its infrastructure

continues to age, this challenge is expected to create more incentive to find efficiencies and cost-saving measures. There seems to be little public desire to reduce service levels.

## Vision

Mississauga has many strengths, but has often been criticized for being relatively pedestrian, transit and cycling unfriendly. In the past several years, Mississauga has had a major change in vision and has placed a strong focus on place making and endeavouring a place where people choose to be. Mississauga's Vision Statement, shown in Figure 4, is anchored by five pillars that include: Move, Belong, Prosper, Connect and Green. An emphasis is placed on quality of life and less on the fast, efficient movement of cars. It is important to note that Mississauga is not abandoning the car and recognizes that much of the mature city will remain very car dependant. It does, however, also recognize that for growth, quality of life, and efficiency purposes, the emphasis must change.



*Figure 4: Mississauga's Vision Statement*

The change in vision has been seeded at the strategic level and has been percolating down into the Official Plan, Area and Master Plans and is now influencing business plans and more tactical operations. Figure 5 illustrates the alignment through the Mississauga Planning Framework.

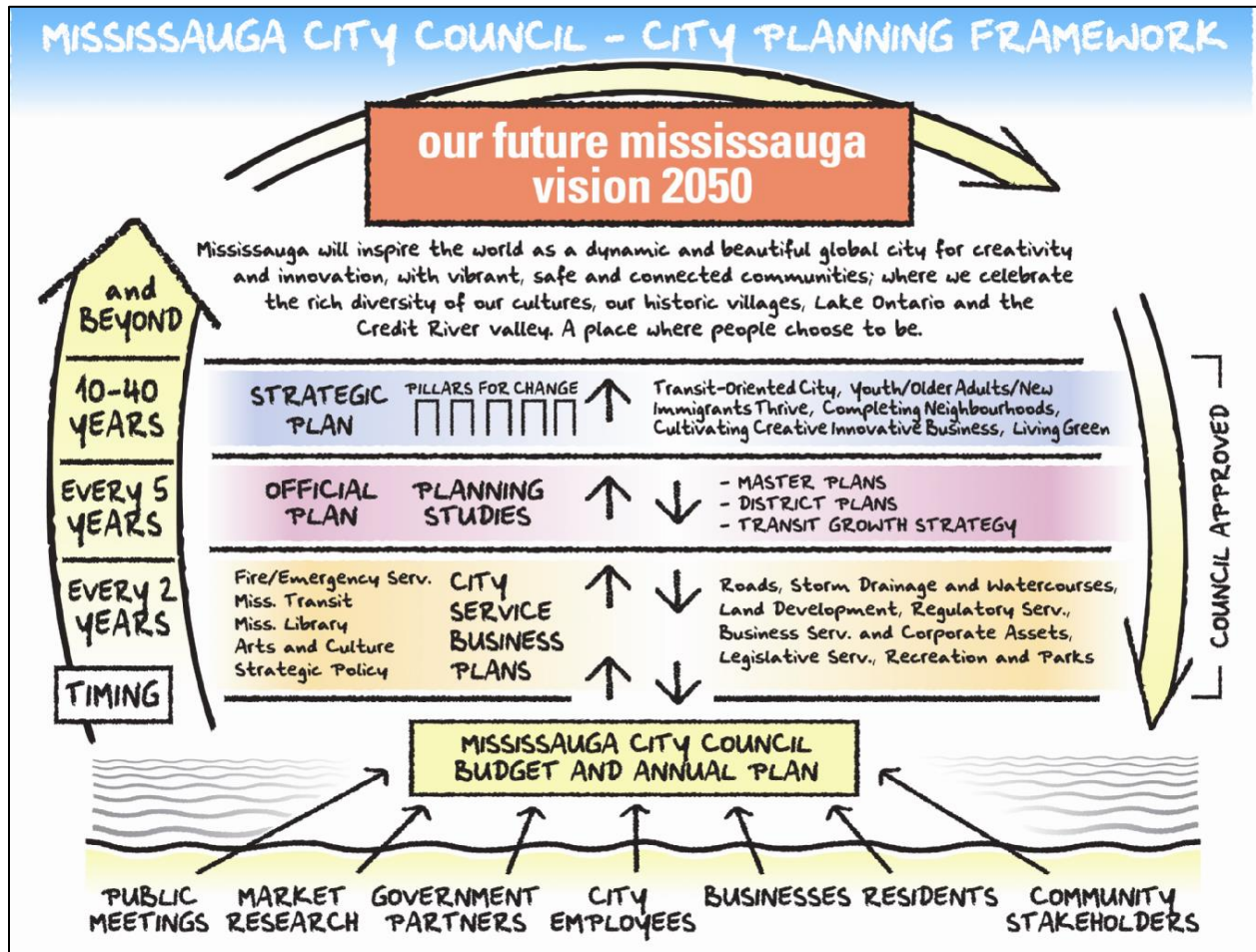


Figure 5: Mississauga Planning Framework

Objectives/Values

The objectives and values of Mississauga have changed dramatically and this has had a direct impact on the work of designers and builders. In the past, active transportation and transit were more of an afterthought and are now prominently held in the list of design considerations.



## Challenges

### Dealing with Change

One of the biggest challenges faced is the re-balance of traffic and road design. The pressures for change are enormous and unfortunately the tools for change are not always readily available.

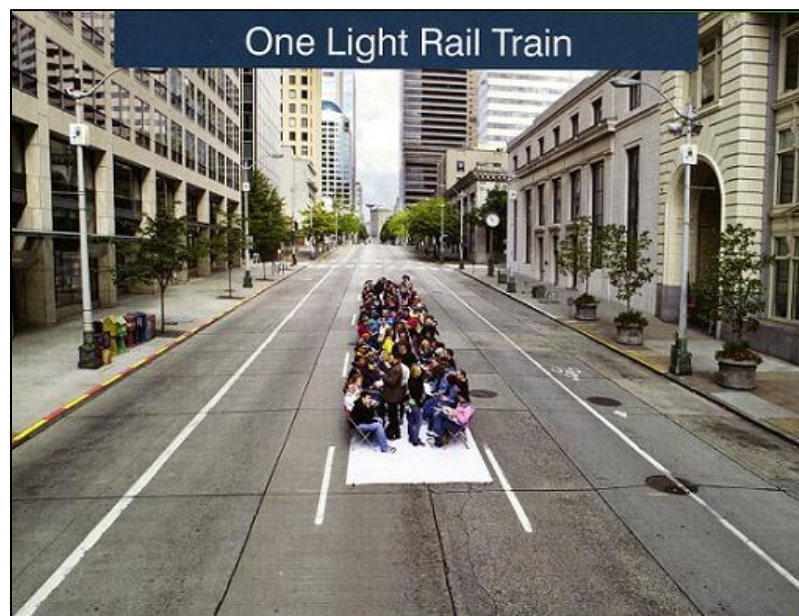
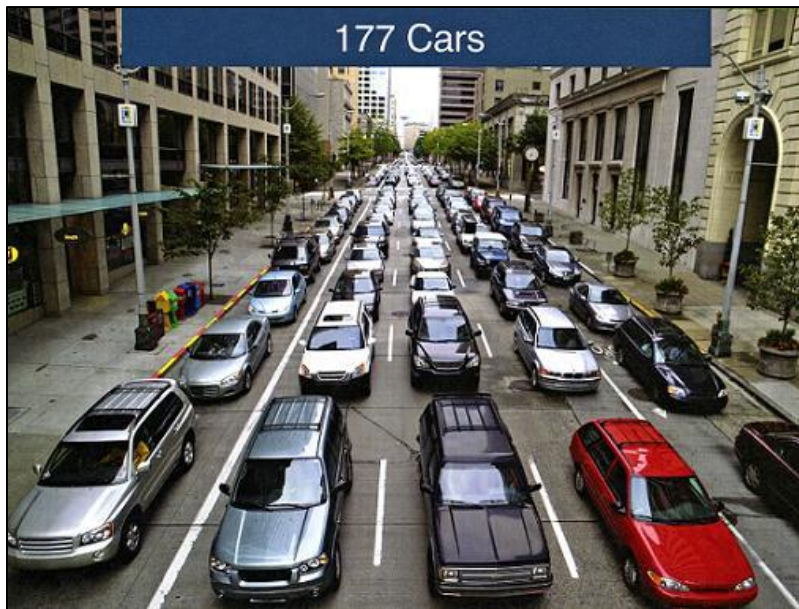
Mississauga has been blessed with an abundance of freeways, an international airport, several major rail lines, rivers and Lake Ontario to the south. From a design and build viewpoint, the same features present big challenges. Most of the major roadways are built out and the airport is mature and is here to stay. The existing roadway bridges were designed and built mainly for cars and trucks, and retrofitting to better accommodate pedestrians, cyclists, and transit is extremely challenging and often very expensive.

Mississauga is continuing to grow at a moderate pace, however, the surrounding municipalities are in a state of rapid development (much like Mississauga was in the not too distant past). Mississauga is a net importer of people destined to work, meaning that more people arrive to go to work than leave the city to go to work. This is a big change since the days of being a suburb to Toronto. The challenge here is that the demand for road network capacity for motor vehicles will tend to grow and there will be prolonged periods of congestion during the day.

Making changes to the road network to better accommodate pedestrians, cyclists and transit will tend to erode the capacity of the road network to facilitate cars and trucks. The combination of growing demand and eroding of motor vehicle capacity will result in a major lowering of level of service for traditional motor vehicle users. To ensure that Mississauga remains competitive with other cities, and to ensure sustainability, changes must be made regarding how people and goods movement are handled.

### Paradigm Shift

A paradigm shift from moving traffic to moving people and goods helps to explain the value in making these changes. For example, a bus with 60 passengers, versus vehicles with 2 or 3 occupants, moves less traffic but significantly more people. This rationale is further exemplified with Light Rapid Transit (LRT), which Mississauga is currently investigating as a transportation alternative. Figure 6 illustrates a comparison of moving single-occupant vehicles versus LRT vehicles through a network. LRT is clearly a more efficient method of moving people through a given area.



*Figure 6: Comparison of Single Occupancy Vehicle versus LRT*

### Competing Interests

The issue of competing interests is a major theme emerging in many of the new challenges Mississauga faces. Making changes to accommodate one form of traffic most often results in compromise for other forms of traffic. In most instances, the traffic being most compromised is the car. Most of Mississauga has developed with the car as the major mode of transportation

and that will likely go unchallenged for most of the areas of the city. Many residents and businesses will likely resist change that will inhibit car mobility and this will present a major challenge to staff that are involved in the transition to moving people and goods rather than just traffic. It is hoped that through an effective communication and education program, people can be made aware of the need for change. A similar and successful comparison of change is the societal support of recycling. Waste has been significantly reduced through recycling and it has been embraced by most residents and businesses. It is hoped that a similar change can be made with people and goods movement.

## **Traffic**

Traffic congestion remains high on the public agenda. Growth in surrounding municipalities continues to put additional pressure on Mississauga's road infrastructure. Mississauga has recently changed its means of controlling traffic by upgrading from a Traffic Control Centre to an Advanced Transportation Management System (ATMS). The ATMS will effectively change the city's control of traffic from a programmed passive control to an active and dynamic control. Decisions and actions can be made ongoing and timely (traffic signal timing changes; changeable message sign displays, etc.). Without this initiative, the service levels for traffic operations will decrease significantly as higher traffic demands, transit priority and conflicting interests erode available road network capacity. The ATMS also introduces technologies that enable transit priority measures to be implemented.

Mississauga's infrastructure is in excess of \$8 billion dollars and by investing a modest amount in an ATMS, it is possible to extract a significant amount of value from the road network by operating it more efficiently.

Notwithstanding the ATMS, in peak periods, traffic delays and queuing will tend to be longer and complaints will increase. Local residents have long requested physical traffic calming measures as a means to address traffic safety issues within a neighbourhood and city councils often request creative solutions to these issues in the absence of physical traffic calming.

A Traffic Calming Program has been introduced and allows staff to work collaboratively and proactively with local residents to address issues related to speeding and traffic operation within a local neighbourhood and increase levels of safety for all road users. It provides staff with the necessary tools to reduce operating speeds, traffic infiltration and incidences of aggressive driving behavior through the installation of physical traffic calming devices at select locations.

## **Transit**

Mississauga purchased the local transit service in 1974. At that time only eight routes operated with 54 buses and carried over four million customers annually. Today MiWay (formerly Mississauga Transit) operates 85 routes with 468 buses and customers board a MiWay bus over 52 million times per year.

### Transit Service

All indicators point to a sustained surge in public demand for transit service within Mississauga. With the increase in ridership, traffic congestion and overcrowding will continue to erode transit service reliability. A changing job market and more employment opportunities in Mississauga has resulted in the traditional one-way eastbound commuter demand starting to trend towards a two-way flow during the peak periods. Demand by time period has also changed with ridership pressures on our midday and evening delivery. Continuous monitoring of resources is required to ensure transit meets the changing travel needs of our customers. Speed of travel has also been deteriorating over the years as Mississauga reaches full development. Delivering public transit in the midst of increasing vehicular traffic without proper infrastructure or transit priority measures has resulted in declining network speeds. Lower speeds cause loss of frequency which can only be countered by deploying additional resources with corresponding additional costs.

### How MiWay is Responding

Higher Order Transit – The opening of phase one of the Mississauga Transitway is the first step to introduce higher order transit in Mississauga. This improves both speed and reliability of transit as bus service is moved outside the flow of regular vehicular traffic.

Planning for the future – *MiWay's Five Year Transit Service Plan (2016 – 2020)* will move MiWay's route network from a suburban model to a more urban transit system. Network improvements will be brought forward through the reworking of routes and schedules from a spoke and hub model to a more efficient grid network that utilizes Mississauga's major corridors and will move customers in the most effective and efficient manner. Through the utilization of the existing road network and established routes, MiWay will be in a position to utilize all available buses in the most effective manner for maximum return.

In order to attract new customers, frequencies require improvements to bring them in line with recent rider and non-rider surveys that identify frequency as the number one factor to attract

new riders and improve overall customer satisfaction. The *Five Year Transit Service Plan, MiWay Five*, will review and recommend future service frequency improvements.

### **Transit Focus**

- Grid route network to build stronger corridors
- More service frequency on main corridors
- More service outside of weekday rush hours
- More express routes between key destinations
- Integration with the Mississauga Transitway
- More direct connections between major transit hubs
- Improved connectivity with GO stations
- Improved connectivity with major employment areas
- Improved connectivity with colleges and universities
- Improved connectivity with neighbouring communities.

Metrolinx has continued to expand the deployment of its transit fare payment system known as PRESTO. PRESTO enables seamless travel within the Greater Toronto and Hamilton Area (GTHA) with the eventual elimination of paper transit fare media where only PRESTO or cash are to be the accepted forms of payment.

Future transit improvements – Will focus on meeting growth demands, improving the express network, frequency improvements, as well as Mississauga Transitway services and eventually Light Rail Transit (LRT) options for customers. This focus will allow the network to be built to grow new revenue riders and offer competitive choices to the car.

Transit customers are looking for accurate and immediate information and communication. Customers want to have two-way conversations. Self-service options such as the MiWay mobile site are well used as customers today are looking for more self-serve options. One of our key rider demographics is students and they use digital media and smartphones to communicate. MiWay will consider and implement relevant options for customers to meet their communication needs.

## Rapid Transit

Mississauga has two major rapid transit initiatives underway, namely the Mississauga Transitway (Bus Rapid Transit) and the Hurontario-Main Light Rapid Transit (HMLRT).

### Mississauga Transitway

When fully operational in 2017, the Mississauga Transitway will provide east-west service supporting thousands of customers per day, making it faster and easier for commuters to travel to, from and through Mississauga and across the region. The 18 kilometre transitway will have 12 stations beginning at Winston Churchill Boulevard in the west and ending at Renforth Drive in the east. The transitway will be serviced by both MiWay and GO Transit.

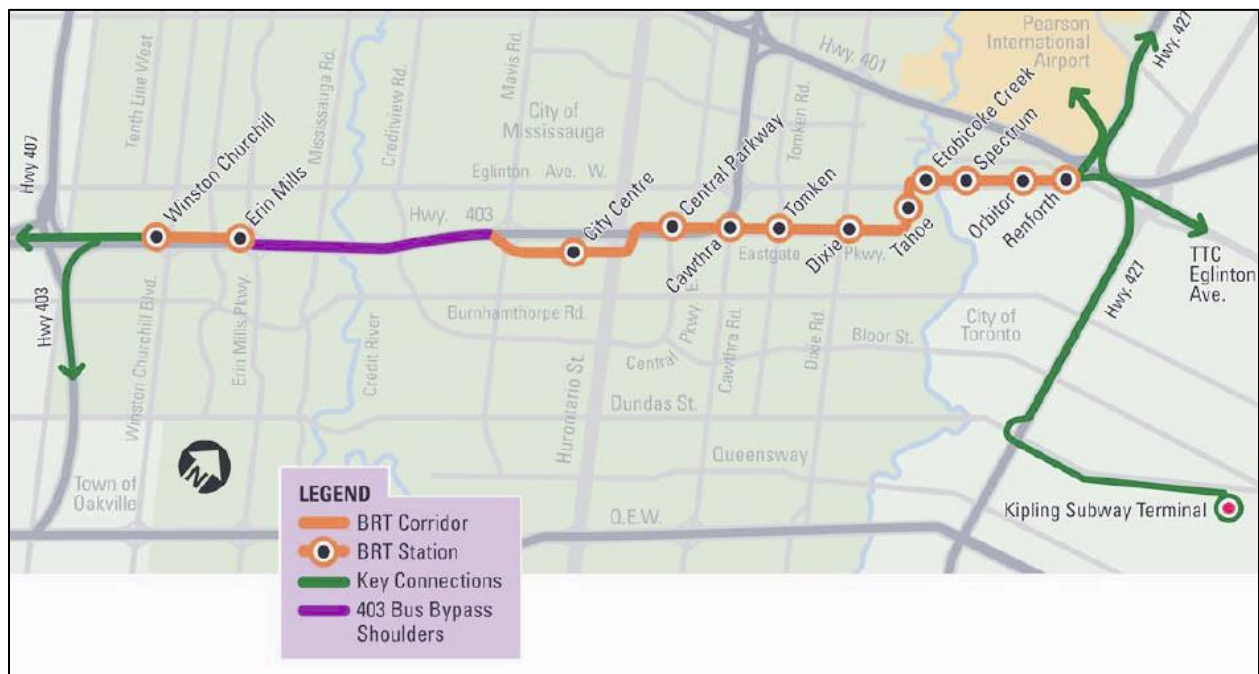


Figure 7: Mississauga Bus Rapid Transit Project

The transitway is being opened for operation in stages as sections are completed. In the short term, the full value of the Mississauga Transitway may not be readily apparent from a resident and transit rider perspective, but as it is completed and as road congestion increases, its true value will become apparent. Many parts of the transitway are visible from the adjacent roadways and highways, and during periods of traffic congestion, buses passing rapidly on the adjacent transitway will be the best form of advertising of the merits of transit travel.

## Hurontario-Main LRT

The Province of Ontario has announced funding for the LRT project. Metrolinx is taking a leading role in partnership with the City of Brampton and City of Mississauga. The Hurontario-Main Light Rail Transit (HMLRT) has a goal of integrating rapid transit, land use and enhanced urban design for the approximate 21-kilometre corridor between Port Credit in the south of Mississauga and Steeles Avenue to the north in Brampton. The HMLRT system is intended to be a catalyst for economic development, residential intensification, improved quality of life and long-term municipal sustainability.

The HMLRT differs significantly from the transitway in that it is built at grade within the travelled portion of the roadway. In most instances, it is located in the centre of the roadway with general traffic travelling on either side. The many linkages to other transit, pedestrian and cycling facilities make the HMLRT ideal for people moving. It is designed to eventually accommodate up to 600 passengers per train with headways of as little as five minutes.

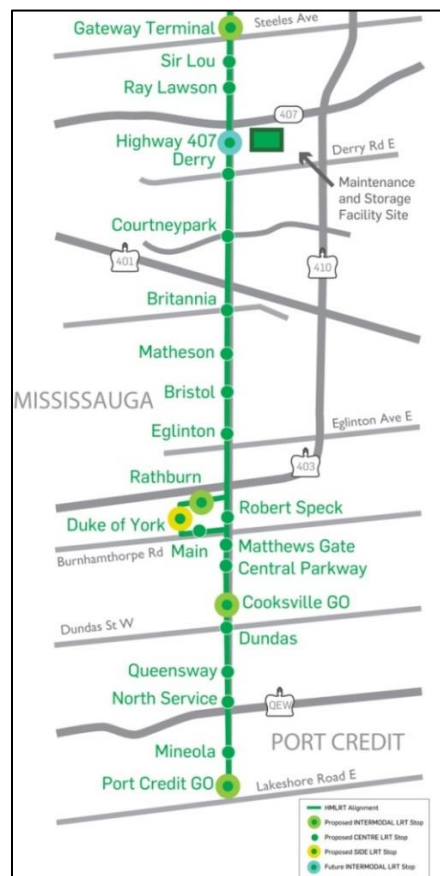


Figure 9: Mississauga Hurontario-Main LRT Project

The two rapid transit lines create a central spine for future rapid transit in Mississauga and are part of a larger Regional Transportation Plan being coordinated through Metrolinx for the Greater Toronto and Hamilton Area. The introduction of this rapid transit spine will transform both development in Mississauga and how local transit operates. Local transit will transition from a grid and spoke pattern to more of a rapid transit with feeder lines. The incorporation of rapid transit will promote transit-oriented development along the rapid transit corridors, particularly the LRT corridor.

Another rapid transit initiative that will have a big impact on moving people in Mississauga is Metrolinx's Regional Express Rail (RER) project. It involves a number of changes to the GO Transit corridors including electrification of key pieces of the grid. It will enable more frequent and faster service to existing and potential future additional stops. Figure 10 illustrates the GO Transit system, much of which is proposed for electrification.

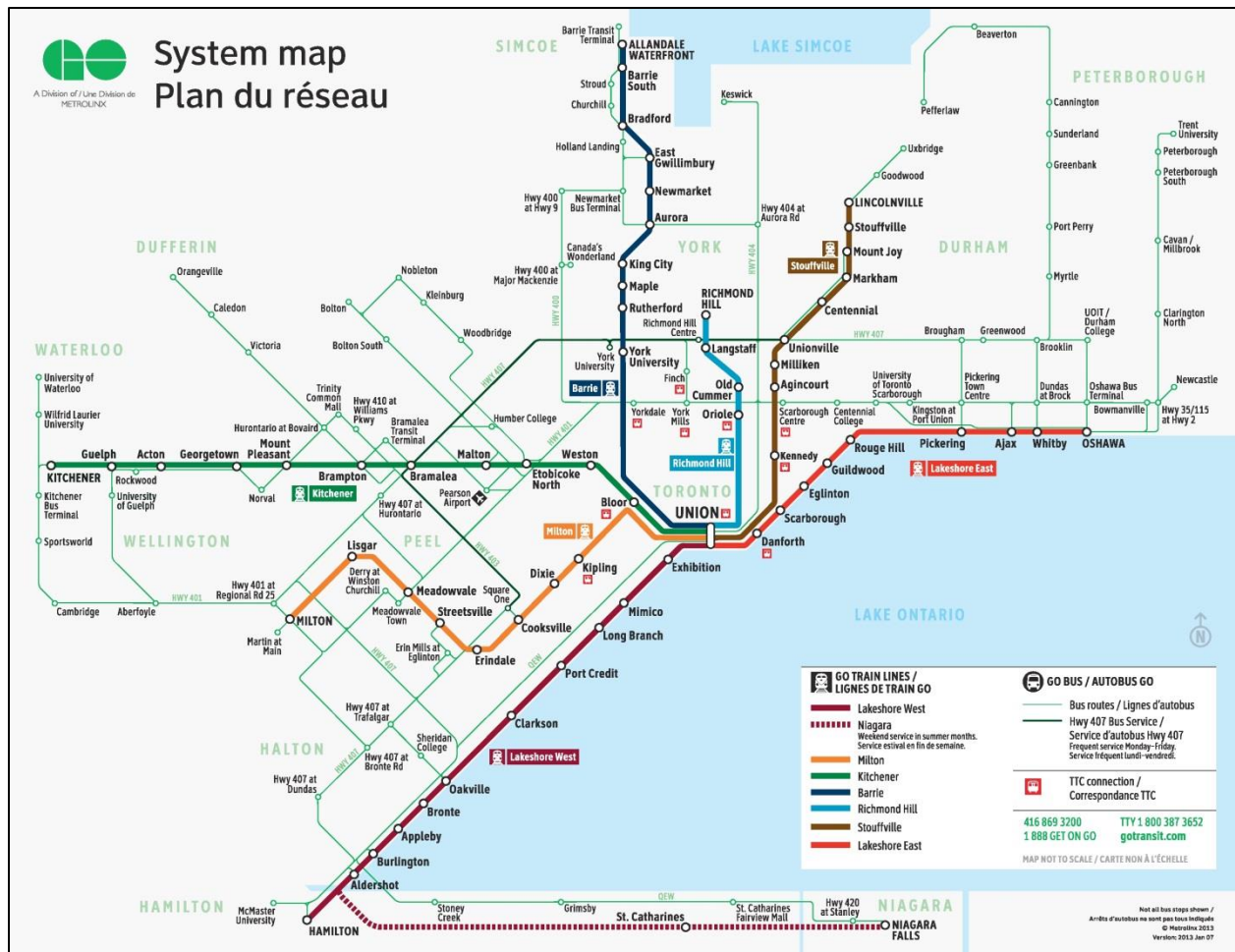


Figure 10: Regional Express Rail



Rapid transit is expensive and it is important to ensure that it is well utilized. An emphasis will be placed on feeding it and this will include improving local feeder bus service. Road network improvements will include transit priority, which can take the form of physical design and softer measures such as signal phasing and timing. Again, accommodating transit will tend to compete with road capacity currently allocated to all motor vehicle traffic and will need to be communicated well in order to receive wide support from all road users.

## Cycling

Cycling in Mississauga has evolved significantly in the City over the past 20 years. In the early years, cycling was considered a recreational activity and there was little emphasis placed on it during road design. Most of the City's roads and bridge infrastructure do not accommodate cyclists, though cyclists can utilize roadways as a vehicle where not restricted. The challenge is that most cyclists do not feel comfortable or safe co-mingling with motor vehicles. Similarly, drivers are not accustomed to sharing the roadway with cyclists and have a general limited awareness and appreciation for cyclist's needs and presence.

Mississauga has changed its stance on cycling over the years and recently approved a *Cycling Master Plan*, which will see a growth in cycling facilities from 350 km to 891 km over the next 20 years. Much of the new cycling network will include a transverse grid, which is basically a grid pattern of cycling facilities along major road corridors in the city. This presents huge challenges at locations with restricted rights-of-way and at locations with bridge or tunnel crossings. It also presents challenges for designating right-of-way and capacity for cyclists, and in effect a reduction in capacity for motor vehicles. Cycling advocacy in Mississauga is strong and helping to drive cycling accommodation. Figure 11 is a photo of cyclists advocating a new crossing of the Credit River.



Figure 11: Mississauga Cycling Advisory Committee advocating for a new river crossing

The Mississauga Cycling Advisory Committee has a goal of achieving a Silver designation for Mississauga as part of the Bicycle Friendly Community Award Program. Mississauga is helping to support this initiative and will support public consultation on retrofits, bike count monitoring, cycling safety programs, the expansion of “crossride” intersection markings and other network enhancements, as well as additional wayfinding signs on existing routes.

### **Accessibility and Demographics**

The accommodation of persons with disabilities is a continuing priority in Mississauga. Ideally, there should be no limitation or boundaries for all people to travel. In practice, there are many hurdles to overcome to truly rid the city of existing barriers. Disabilities and needs vary and Mississauga is endeavouring to design, build and educate to better remove these barriers. Some of these changes are simple and relatively inexpensive, but many are challenging and require significant financial resources to implement. The change does require that designers and builders be aware of special needs and incorporate them into new designs and rebuilds.

The demographics of Mississauga are also changing rapidly. More than half the residents of the city were born outside of Canada. English as a second language is very common and has a significant impact on how communications are conducted, including signage and way-finding. Aging population will also present challenges for designers. Reduced walking speeds and the need to design for mobility carts and other mobility devices (two mobility carts approaching from opposing directions along a sidewalk would be a good example). The safety issues with mixing mobility carts and pedestrians on the same facilities will also present a challenge.

Road engineers are being educated on the special needs of persons with disabilities and the many demographic changes and needs that are taking place. The increased awareness helps to ensure that special needs are recognized and that actions taken best accommodate these needs.

### **Place Making**

Mississauga is endeavouring to be a place where people choose to be. This is a major change in vision and values from the years of running like a business, particularly as it applies to public spaces, like the extensive network of City streets. This change includes a major focus on quality of life and pedestrian/transit/cycling oriented development and movement. This is most evident in the downtown core. The change from designing for cars and trucks to more of a balance with pedestrians, transit and cyclists presents a huge change for road designers. Good urban form does not always mesh with high capacity and mobility for motor vehicles. The

traditional design manuals and practices are not always practical for the new demands for transit and pedestrian-oriented development.

### The Need for New Tools

The demand for radical design philosophy changes and the lack of cohesive and up-to-date design standards to meet these changing demands are creating challenges for road designers, builders and operators. In many instances, the existing standards and regulations are based on work that was done decades ago and may not be current with respect to needs balance. Mississauga has recognized the need for roadway design guidelines that are based on multi-modal and context-sensitive principles and is endeavouring to develop them.

The lack of current local standards and regulations that meet changing needs has resulted in municipalities looking to other sources of information, including from both national and international jurisdictions. This can help produce new and innovative designs, but can present risk and liability challenges for municipalities. When something goes wrong, courts tend to use local regulations and standards as a basis for judgement and then factor in precedents from other sources. Road practitioners not only design, build and operate roadways, they also must defend them when things go wrong. This can be very stressful, particularly when new or innovative designs are used and there is little established defence available.

As with most practices, road design and operations are becoming more complicated. Not only are there now more types of users to design for (pedestrians, cyclists, cars, buses, trains etc.), but there is a definite trend to integrate the road design process with the development process. A good example of this in Mississauga is the Downtown21 initiative (*Building a City for the 21<sup>st</sup> Century*). Incorporating transit-oriented development in conjunction with a pedestrian-oriented build philosophy has had a big impact on roadway design. Recent examples in Mississauga include flush streets, urban roundabouts, narrowed arterials, transit priority techniques, reduced parking provision and a number of other similar applications.

Not everyone is on board with the new philosophy. The traditional resident and business base in Mississauga is still very auto dependant and although there is change happening, there are still strong expectations that the prime directive is moving general traffic (cars and trucks). In fact, the City has started to apply the practice of being more multi-modal (smoother travel for those that choose a combination of travel; walking, cycling and transit). New initiatives must take into account existing Master Plans, including Downtown21, Cycling, Living Green and a host of others that are not in alignment with the traditional way of doing things. All of the new changes are positive but are often in conflict with each other.

A good way to illustrate some of the challenges being faced by Mississauga is to look at an example.

### **Downtown Mississauga**

The *Downtown 21 Master Plan* is guiding the development infill of the downtown. It calls for high-density development with a finer road system to service it. The plan includes narrower roadways and a general design premise that is friendlier for pedestrians and less convenient for cars and trucks. This presents positive benefits for pedestrians but conversely creates challenges for trucks and other large vehicles. It also presents challenges for traditional emergency service vehicles and emergency maintenance, including snow removal. For the road engineer, it is a very different situation and one that is often stressful. Development philosophy is driving change and is putting a lot of pressure on road operators to adapt and respond. Examples from other jurisdictions and countries are cited as examples of what can be done. It is often not as clear what the repercussions are should something go wrong with the initiative.

It is very difficult for a practitioner to leave an area of comfort and take a leap of faith that things will end up safe and efficient. It is also very difficult to be pressured into making changes that do not feel comfortable. Mississauga has had the benefit of having a new philosophy that is driven from the top down. From its vision, through the various strategies, official plan, master plans, business plans and tactical operations, Mississauga has established an internal alignment that helps to support the change. Mississauga has also done well in communicating the change to its staff, and to the many stakeholders that are impacted by the changes, including residents. Change is slow and a change in the attitudes of all stakeholders can take a lot of time.

Mississauga has also been good at creating multi-disciplinary groups from various service areas of the city. These would typically include steering committees at the strategic level, core groups at the intermediate level and working groups at the service delivery level. Constructive debate is a good thing, but at times there are some passionate differences of opinion and these must be handled or risk losing control of the situation. Fortunately there have been a number of early successes using this approach and with each major initiative, staff becomes more skilled at dealing with change, and dealing with each other.

Change will be a regular occurrence in Mississauga and road engineers will need to become skilled at dealing with change and the pressures associated with it. Fortunately organizations like the Canadian Institute of Transportation Engineers, the Transportation Association of Canada and other similar national and international organizations help provide support and resources to meet these challenges. Similarly, it is hoped that Mississauga can share its

experiences with the transportation industry and help build and maintain a solid body of knowledge.

### **Inspiration Initiatives**

Following the success of the Downtown21 initiative, Mississauga embarked on a number of other visionary planning and development initiatives called inspirations. The inspiration projects focus on a strategic area of the city and include a high degree of public communication and involvement. Inspiration Lakeview was one of the first inspiration projects and focused on development of the former site of the Lakeview Power Generating Plant.

Inspiration Lakeview will guide the development of Mississauga's waterfront to become a vibrant, sustainable, mixed-use community. The City of Mississauga, along with its residents and business leaders, recognize the enormous potential of these lands to become a regional, national and international model of sustainability and brownfield redevelopment. The City of Mississauga, the Ontario Power Generation (OPG), and the Province of Ontario have been working with the community and stakeholders to advance the Inspiration Lakeview project by developing a shared vision and a Master Plan for the Inspiration Lakeview Study Area. The Master Plan provides a framework for future development of the Inspiration Lakeview lands following the community-driven principles of the Inspiration Lakeview Vision. The Inspiration Lakeview site is roughly 245 acres (99 ha) in size, consisting of the former Ontario Power Generation (OPG) Lakeview Generating Station and the lands comprising the older Lakeview employment area located north of the OPG site.



*Figure 12: Lakeview Generating Station Site*



*Figure 13: Inspiration Lakeview*

Other inspiration initiatives include Inspiration Port Credit and Inspiration Cooksville.

### **Looking Ahead**

There is an expression that “Change is the new constant” and Mississauga is dealing with continuing change and is evolving. This paper has dealt with some aspects of the transportation changes from the past to the present, but there are some known factors coming that will help shape the future of transportation in Mississauga. These include:

- Smart growth and higher density development
- Place making (continuing trend to people moving versus moving traffic)
- More high order transit and transit priority
- Pro-active traffic management
- Connected and autonomous vehicles
- More partnerships and alternative service delivery
- Transportation as a service (Uber etc.)

These and many more factors will perhaps be the subject of a future update report.

## REFERENCES

1. The City of Mississauga, *Hurontario/Main Street Corridor Master Plan, October 2010*
2. The City of Mississauga, *Strategic Plan – Our Future Mississauga, April 2009*
3. The City of Mississauga, *Mississauga Transitway Environmental Assessment Report, January 1992*
4. The City of Mississauga, *Mississauga Cycling Master Plan, September 2010*
5. The City of Mississauga, *Downtown21 Master Plan, April 2010*
6. The City of Mississauga, *2016 Business Plan and Budget*
7. The City of Mississauga, *Competing Interests – Implementing Change in Mississauga, October 2012*

\* \* \* \* \*